Lean Project Team Charter

Project Name:	New Source Review Permit Review Process	**Dates:** **Times:** **Location:**	***See Agenda***
Training and Brainstorming Session:	**See Agenda**	**Dates:** **Times:** **Location**	***See Agenda***
Daily Update Meetings:	**See Agenda**	**Final Presentation:**	***See Agenda***
Team Sponsor:	**Gary Rose**	**Champion:**	**Ric Pirolli**
Key Team Members:	**Team Leader(s): Lou Corsino** **Team Members: Jim Grillo, Debola Bamgbose, Valerie Galo, Lidia Howard, Lakiesha Christopher, April Desclos, SSCG; Bob Hannon, Ombudsman, Bernie Evans, OIM** **Guests: EPA, Consultants, Applicants, Permit Supervisors, Modeling Group**		

1	**Opportunity for Improvement Statement:**	The Major New Source Review Permit process currently takes over 1 year to process due to the complexity and type of analyses. A result of Public Act 10-158 requires permit programs to complete a technical sufficiency within 60 days and technical review within 180 days. This is very ambitious for major NSR permits, therefore we have an opportunity to evaluate the current process and to identify efficiencies in order to meet these timeframes. Improvements and efficiencies developed by reviewing the major NSR permitting process will be integrated into our minor NSR program as the two review processes are very similar.
2	**Project Scope:**	Through Value Stream Mapping evaluate the current New Source Review permit process and identify opportunities for process efficiencies to meet the 60/180 timeframe. The NSR sufficiency review is an administrative process and the intent of the PA is to conduct a techincal sufficiency, therefore a new standard operating procedure for sufficiencies must also be created as part of this project. An inadequate BACT analysis has been identified by staff as a signicant cause of delay in permit processing and lends itself to the opportunity to address and streamline where possible.
3	**Goals (Metrics):**	- 100% Technical Sufficiency reviews (NOI or NOS) completed within 60 days after schedule start date (as defined by CGS and LEAN VIII SIMS team… the later of the receipt date, app fee paid date or notice of application date) - 100% of all NSR applications get to Tentative Determination within 180 days after application is deemed sufficient - 100% of major source NSR applicants attend pre-application meeting before submittal of application to DEP - Create a NSR technical sufficiency review checklist - Create a NSR technical review SOP (new permitting manual) - Create CT specific BACT manual and database (or other suggested guides) to aid applicants

4	**Tools/Deliverables:**	**Tools/Deliverables Assigned Use:** **M** = Mandatory, **R** = Recommended **NR** = Not Required
1	5S Audit Form Office Area / Department Form	
2	5-S Evaluation Form	
3.	5-Why Analysis	
4	6S Survey	
5	CEDAC – Cause and Effect Diagram	
6	Key Performance Indicators (KPIs)	**M**
7	Lean Skills Matrix	
8	Pareto Chart	
9	Project Implementation Plan Template	**M**
10	Project PowerPoint Presentation Template	**M**
11	Spaghetti Diagram	**M**
12	Standard Worksheet	
13	Swim Lane Diagram	
14	Team Targets Progress Report	
15	Time Observation Sheet	
16	Value Stream Mapping	**M**
17	Visual References and Controls	**M**

See reverse for definitions of Tools and Deliverables.

Lean Tools/Deliverables Definitions

1. 5S Audit Form Office Area/Department Form. It is a check sheet that shall be done on a regular basis to ensure that the work everyone has done in implementing the 5S program is maintained over time. 5-S is a process and method for creating and maintaining an organized, clean and high performance workplace. The 5S's are Sort (disposal), Straighten (set in order), Shine (cleanliness), Schedule (standardize), and Sustain (disciplined culture).

2. 5-S Evaluation Form. A form that is used to evaluate the 5-S program in the workplace.

3. 5-Why Analysis. This analysis consists of challenging the conventional status by asking WHY five times to determine the root cause of a problem.

4. 6S Survey. Method of evaluating the implementation of the 6S and will help to increase productivity, reduce defects, make accidents less likely, and reduce costs. The 6S consists of six pillars which are sort (get rid of it); set in order (organize); shine (clean and solve); safety (respect workplace and employee); standardize (make consistent); and, sustain (keep it up).

5. CEDAC - Cause and Effect Diagram. The CEDAC diagram, or "fishbone" diagram, is a tool for determining all the possible causes for a specific effect. It is a problem-solving tool and may point to potential remedies or areas for further evaluation.

6. Key Performance Indicators (KPIs). They are financial and non-financial metrics used to help an organization define and measure progress toward organizational goals, especially toward difficult to quantify knowledge-based processes. Typical metrics include those related to productivity, quality, safety, customer service, inventory, and lead time.

7. Lean Skills Matrix. It is very useful visual management tool that shows at a glance who in an organization has training and experience in various skills.

8. Pareto Chart. It is a graphic display of data shown in order from highest to lowest (frequency, cost, etc.). This chart helps to determine which problem to attack first.

9. Project Implementation Plan Template. The DEP has developed this template for use by Kaizen teams.

10. Project PowerPoint Presentation Template. The DEP has developed this template for use by Kaizen teams.

11. Spaghetti Diagram. A flow charting method that uses a continuous line to trace the path of a part/document through all phases of administrative process and exposes inefficient layouts and large distances traveled between steps.

12. Standard Worksheet. This document is used to ensure adherence to Standard Work in the cell, train operators, display the best known operator/machine combination, and illustrate the sequence of steps for an operator.

13. Swim Lane Diagram. It is used in process flow diagrams that depict what or whom is working on a particular subset of a process. Swim lanes are arranged either horizontally or vertically and are used for grouping the sub-processes according to the responsibilities of those swim lanes. This diagram can clarify not only the steps and who is responsible for each one, but how delays and/or mistakes are most likely to occur in the administrative process.

14. Team Targets Progress Report. Report that documents the progress and results of a team and compares pre-kaizen data to post-kaizen data.

15. Time Observation Sheet. This sheet is used to observe how the work is done, establish/document the lowest repeatable cycle time for a given activity, and identify/document the non-value added activities in a work sequence.

16. Value Stream Mapping. All the activities and steps, both value added and non-value added, required to complete a product or service from beginning to end.

17. Visual References and Controls. Simple signals that provide an immediate understanding of a situation or condition (e.g., labels, signs, floor markings, performance measurements, color coding) and allow individuals to be informed and engaged, providing an ability to analyze the situation and make quick decisions.